



**OFFICE OF THE SECRETARY OF DEFENSE (OSD)  
MANPOWER ANALYSIS  
POSITION MANAGEMENT BUSINESS PROCESS  
REENGINEERING/BUSINESS PROCESS  
IMPROVEMENT (BPR/BPI)  
WORKING GROUP  
SESSION SUMMARY**

Arlington, VA  
January 18, 2007  
Version 5

## Contents

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- I. Purpose
- II. Objectives
- III. Session Summary
- IV. Next Steps

Personnel and Readiness Information Management (P&R IM) conducted the Office of the Secretary of Defense (OSD) Manpower Analysis: Position Management Business Process Reengineering/Business Process Improvement (BPR/BPI) Working Group meeting on Thursday, January 18, 2007, at the Pentagon in Arlington, Virginia. The next meeting is scheduled as follows:

- OSD Manpower Analysis Data Warehouse BPR/BPI Working Group, February 14, 2007, from 1000-1200 at the Pentagon Library and Conference Center, Room #3. This session will be targeted to OSD offices, Joint Staff, and the Defense Agencies. Directions and teleconferencing information for Room #3 will be provided with the read-ahead.

## I. Purpose

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The overarching goal of the OSD Manpower Analysis initiative is to provide OSD-level manpower capability that will centralize information from current Department of Defense (DoD) and Component stand-alone systems and to integrate manpower processes across OSD manpower offices.

The purpose of the OSD Manpower Analysis Position Management BPR/BPI Working Group was to provide an overview and discuss the goals of the BPR process and to provide information on the P&R IM approach to completion of the BPR Analysis. The working group also reviewed data elements for the Requirements Baseline data spreadsheet and discussed potential Functional Solution Analysis (FSA) issues that may be impacted throughout the BPR/BPI process.

## II. Objectives

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The Position Management BPR/BPI Working Group will accomplish the following during Phase III:

- Review and finalize consolidated Requirements Baseline Data Spreadsheet
- Review Phase II “As Is” Process Maps
- Review and define Phase III “To Be” Process Maps
- Identify FSA Impacts
- Provide feedback on all of the above

### **III. Session Summary**

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P&R IM welcomed the attendees to the OSD Manpower Analysis: Position Management BPR/BPI Working Group and thanked them for their time and interest. After introductions, P&R IM began the session by providing a brief review of the OSD Manpower Analysis effort.

#### **Review of Manpower Phase III**

P&R IM opened the session with a brief overview of the OSD Manpower Analysis effort and its current status in Phase III “Requirements Analysis BPR/BPI” stage. P&R IM also stated that the current steps being addressed in this working group are part of Position Management. Position Management addresses the following processes:

- Processing manpower change request
- Approving manpower change request
- Applying manpower change
- Coordinating manpower change
- Applying manpower authorization

P&R IM discussed the Position Management BPR approach. P&R IM compared “As Is” process maps with future “To Be” process maps. The proposed “To Be” system solutions are built based upon the requirements in the “To Be” process maps. The working group reviewed the “To Be” process maps for validation. P&R IM will then import these validated or updated process maps into the database. These maps will be converted into PeopleSoft scenarios for the next Position Management Working Group.

#### **Review of the Requirements Baseline Data Spreadsheet**

P&R IM and working group members reviewed the Requirements Baseline Data Spreadsheet, addressed previous comments, and made recommendations on PeopleSoft screen requirements. The spreadsheet contained four tabs;

- (1) Instructions,
- (2) Department of Defense Instruction (DoDI) 7730.64 Billet Master File (BMF) requirements,
- (3) DoDI 7730.64 Unit Master File (UMF) requirements, and
- (4) Additional Data requirements.

The highlighted red fields indicated items that needed further discussion by the working group. The yellow fields indicated recent updates made to the spreadsheet based on responses provided by the Defense Manpower Data Center (DMDC) and Washington Headquarters Service (WHS) prior to the working group. Requirements must be loaded in the Rational RequisitePro database, as well as validated and approved, by the end of April 2007.

The working group added information/definitions to items 26 through 30 in the Additional Data tab. Attendees discussed and clarified the section of the Additional Data tab titled “IA.”. This section of the spreadsheet was revised by the group to be defined as “Information Assurance.”

Further discussion addressed the addition of two new requirements to the Additional Data tab of the spreadsheet, listed below:

- Highly Qualified Expert: A = highly qualified expert position, B = non-highly qualified expert position
- Information Operations: civilian, military, hacking, anti-hacking, electronic surveillance

In addition to addressing and finalizing previous comments about specific requirements, the purpose of the working group was also to gain a consensus on the necessity of viewing each requirement on the PeopleSoft screens when working through position processing. A consensus of “yes” was gained for the majority of requirements throughout all three tabs of the spreadsheet. The group unanimously decided “no” for seven requirements listed below.

- Record Security Classification Code (in the BMF tab)
- PEC Security Classification Code (in the BMF tab)
- Personal Social Security Number Identifier (in the BMF tab)
- Person Surname Text (in the BMF tab)
- Organization Record Security Classification Code (in the UMF tab)
- GMF-object-item-association-category-code (in the Additional Data tab)
- Edits (in the Additional Data tab)

There was one requirement that requires further P&R IM research before consensus can be reached on its necessity to be shown in PeopleSoft. It is listed below:

- Unit Level Code (in the UMF tab)

For details of the working group’s edits to the spreadsheet, please review the updated spreadsheet which accompanies this session summary.

## **“To Be” Process Maps**

P&R IM guided the working group through five “To Be” process maps. The first map, “eJMAPS Position Change Request,” is a process map from the Electronic Joint Manpower and Personnel System (eJMAPS) that was used to display how the Manpower “To Be” process maps may look in the future. The second map, “Process Manpower Change Request” for the Director of Administration and Management (DA&M) and the Washington Headquarters Service (WHS), is an example of the “To Be” process once the PeopleSoft application is implemented. The red boxes highlight processes that will be changed from manual to automated with PeopleSoft.

The third map, “Process Manpower Change Request” for DA&M and WHS for Secretary of Defense (SD) Form 37 positions, shows a process that does not have any options for automation using PeopleSoft. The fourth map, “Coordinate Manpower Change” for Personnel and Readiness (P&R) and Program Analysis and Evaluation (PA&E), has one red box for automation with PeopleSoft. While discussing this map, a representative from Reserve Affairs (RA) pointed

out the need within this map for workflows dealing with military authorizations. Specifically, there is a need for a workflow stemming from box 4a and going to the Service organization. Also, a representative from P&R IM pointed out the need for a red box representing a Position Management module above box six. P&R IM will make these changes and finalize the “To Be” process maps before the next Position Management Working Group in March. Additionally, there was discussion regarding which data warehouse this process map will use. P&R IM suggested that the process map will use both the PA&E and Manpower data warehouses. While reviewing the fifth map, “Process Management Change Request” for J-1, there was discussion about whether to build PeopleSoft queries or continue with this process manually. There was the question of if the process could be done using automation. P&R IM will contact J-1 for more information.

### **Functional Solution Analysis**

P&R IM discussed the FSA impacts that will occur in conjunction with the implementation of the Manpower initiative. FSA is an operationally based assessment of potential Doctrine, Organization, Training, Leadership, Personnel, and Facilities (DOTLPPF) approaches to solving capability gaps. An example of FSA with a Doctrine approach includes changing or updating policy, manuals, or user guides. P&R IM asked stakeholders to review and assess those approaches within their organizations and complete and return the FSA Matrix spreadsheet that will be sent out with the session summary.

## **IV. Next Steps**

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The next meeting will address OSD Manpower Analysis Data Warehouse BPR/BPI activities and will be held on February 14, 2007, from 1000-1200 at the Pentagon Library and Conference Center, Room #3. Directions and teleconferencing information for Room #3 will be provided with the meeting read-ahead.

### **P&R IM Action Items**

P&R IM will perform the following:

- Obtain more specifics on the Unit Level Code and distribute findings to the working group by February 1, 2007
- Contact J-1 regarding the “Process Management Change Request” map and make necessary updates to the map by the next Position Management Working Group in March
- Consolidate and update the Position Management “To Be” process maps by the next Position Management Working Group in March
- Create Position Management PeopleSoft scenarios based upon the process maps captured by the next Position Management Working Group in March
- Update the Data Warehouse Requirements spreadsheet with the working group’s revisions. P&R IM will then distribute the updated spreadsheet to the working group members with this session summary

- Distribute to the working group members the FSA matrix spreadsheet with this session summary

### **Participant Action Items**

Participants of the OSD Manpower Analysis: Position Management BPR/BPI Working Group are requested to complete the following:

- Review the revised Position Management Requirements spreadsheet to confirm answers to the 'Necessary for Position Processing' column and provide input to P&R IM by February 1, 2007
- Identify and submit to P&R IM additional "To Be" process elements by February 1, 2007
- Identify and submit to P&R IM potential FSA issues by February 1, 2007